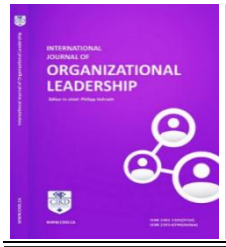

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Strategic Human Resource Management, a Road to Organizational Performance: Evidence from Public Sector Organizations in the Oil and Gas Sector

Anurag Chourasia[1], P C Bahuguna[2*], Totakura Bangar Raju[3]

[1,2,3]School of Business, UPES, Dehradun, India

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***Correspondence:**
bahuguna@ddn.upes.ac.in

ABSTRACT

Underpinning the premises of the Ability, Motivation, Opportunity (AMO) paradigm, this study examines the effects of Strategic Human Resource Management (SHRM) on Organizational Performance (OP). Although several studies have investigated the relationship between SHRM and OP, how SHRM would significantly enhance OP still needs to be clarified. This study split the HR practices of Indian oil and Gas companies into three components, i.e., ability improving, motivation improving, and opportunity improving practices, to investigate the effects on organizational performance in large public-sector Indian oil companies. Drawing from the arguments and assumptions of the Social Exchange theory, this study uses a mixed research design. It employs semi-structured interviews (N = 30) and a self-developed scale to collect data from the oil and Gas sector executives. The study used a stratified random sampling technique to collect primary data using a 5-point Likert questionnaire from 234 executives from 10 Indian Oil and Gas companies. For data analysis and hypothesis testing, the study used Structural Equation Modeling (SEM). Results indicate that the three components had different effects on the performance. The findings show that ability-enhancing HR practices are significantly associated with firm performance, whereas HR practices that enhance 'motivation' and 'opportunity' are not significantly related to performance. The study makes a significant contribution by developing a scale in the context of the public sector for measuring SHRM based on the AMO framework. The study concludes that the relationship between SHRM and performance could be better understood by breaking down HR practices and creating configurations or bundles.

One of the long-standing objectives of SHRM research is to understand how strategic human resource management (SHRM) and organizational performance relate. Despite the compelling proof of a significant correlation (Obeng et al., 2021), fundamental questions about the processes by which Human Resource Management (HRM) is linked to diverse outcomes remain unanswered, and it is known as the "black box" of strategic human resource management. Current SHRM scholarship focuses on a systems approach, emphasizing the significance of bundles of HR practices on employee and organizational outcomes rather than focusing on the influence of individual Human Resources (HR) practice (Hameed et al., 2022). The "Ability, Motivation, Opportunity" (AMO) model of HRM is one that scholars are increasingly utilizing in this context (Farndale & Paauwe, 2018). One way to conceptualize HR systems that maximize performance is by collecting specific HR practices intended to improve employees' abilities, performance opportunities, and motivation for success (Jiang & Messersmith, 2018a). Research suggests that AMO HR practices improve employees' professional standards and behaviors, affecting performance (van Berkel et al., 2022). Therefore, this study aims to examine the varying influence of ability-improving, motivation-improving, and opportunity-improving bundles of HR practices on performance.

Although ample evidence is available regarding the impact of AMO-enhancing practices on individual and organizational performance, they are predominantly private sector-based studies (Popescu & Mândru, 2021). The logic of undertaking this study in the public sector context is based on the argument that context matters. One size does not fit all, and no universally applicable human resource management model exists. The national culture, industry structure, products, ownership pattern, size, and organizational strategy play an important role in choosing, designing, and implementing specific human resource practices that create supportive organizational practices that enhance the ability and motivation of people to deliver their best and help the organization perform. There are compelling reasons to study the SHRM in the context of public sectors (Brunetto & Beattie, 2020) due to some unique characteristics of the public sectors (Klatt & Fairholm, 2022). The public sector labor force is becoming more diverse; an existing public management movement calls for increased accountability, quality of work, and constraints on managerial autonomy. With the abundance of red tape, institutions in the public sector have more statutory obligations regarding matters like workplace safety management, equal opportunity, and natural justice (Lin et al., 2022). Public organizations are more subject to political influences and distinctive social controls and less exposed to market competition (Lee & Cogin, 2020). HR practices used in the private sector may only be partly applied by public sector organizations, and certain other factors may impact HR practices in public sector organizations (Knies et al., 2017).

Additionally, a significant proportion of SHRM research has come from developed nations. Organizations in developing nations have begun to rely on SHRM systems, which foster empowerment, facilitate organizational learning, and increase employee adaptability at work (Boxall, 2018). It is unclear whether a Western HRM system, like SHRM, is also effective in India (Chourasia & Bahuguna, 2023), a country known for its complex cultural aspects like high power distance, moderate to high levels of masculinity, high levels of collective behavior, and a greater emphasis on other social issues such as caste, networks, and influence than performance (Kundu et al., 2019). Because of this, little is known about whether SHRM is relevant or successful in other cultural environments or how they impact performance in such

situations (Kwon, 2020). This study aims to address the above gaps and enhance the knowledge about these initial findings on HRM and performance in the public sector in developing countries like India.

Extant literature on SHRM systems posits that all components of SHRM have an equal effect on performance (Castro et al., 2020). Therefore, it is crucial to break down the HR system into its constituent parts and to pinpoint the various influences on results. Consequently, this research aims to divide the HR system into three parts (HR practices that improve motivation and ability and enhance opportunities) and address the different impacts on performance outcomes in public sector organizations in India. This study addresses the following research questions:

Research Question 1: Does the HR practices of SHRM that enhance the people's ability impact organizational performance in the Indian oil and gas public sector?
Research Question 2: Does motivation improving HR practices of SHRM impact organizational performance in the Indian oil and gas public sector?
Research Question 3: Does the HR practices of SHRM that create opportunities to perform impact organizational performance in the Indian oil and gas public sector?

Significance of the Study

Several empirical research has used the AMO paradigm (Kaufman, 2020). These studies frequently show the HR system as an index that adds up all individual activities (Boon et al., 2019). When viewed in this manner, each system component is assumed to have an equal impact on the outcome. Researchers have questioned this notion arguing that employees are exposed to HR systems rather than specific practices. The effects of these elements of HR systems are sometimes different (Jiang & Messersmith, 2018a). Certain HR practices may be connected to skills and abilities development, motivation enhancement, and opportunity-providing prospects. This study argues that these three components have different impacts on organizational performance and aims to explain that a model that separates the three HR components can explain variation in performance outcomes than a model that relies on an aggregate HRM score. Hence, this study divides the HR system into three components and looks at the effects of ability-improving, motivation-improving, and opportunity-improving HR practices on performance outcomes to address the research questions. This study advances the literature on HRM by building a theoretical justification and providing new empirical data to explain how interactions between bundles of internally aligned HRM practices affect organizational performance in public sector organizations in a developing country environment.

Literature Review and Hypothesis Development

Adopting advanced HRM practices for an organization's performance is widely acknowledged (Bahuguna et al., 2022). However, there still needs to be more discussion over how HRM systems should be configured to be effective. The literature suggests a range of HRM practices to create effective HR systems. The system can be split into smaller groups of HRM practices, each geared toward achieving the organization's objectives (Jiang & Messersmith, 2018a). The premise of the bundling of HR practices argument is that different HRM practices do not operate independently; rather, they collaborate to introduce employees to various practices at once.

According to the configuration view of SHRM, combining several human resources practices results in improved organizational performance (Jiang & Messersmith, 2018b). Even though recent research has attempted to examine the impact of SHRM on performance from the standpoint of configuration, they either see SHRM as a single management practice (Han et al., 2019) or as two polarized management practices 'commitment' at one end and 'control' at the other end (Su et al., 2018). These studies ignore the multitude and variety of SHRM practices and treat them equally significant in the HRM system. However, given resource limitations, organizations can only provide some human resource practices with the same attention (McClean & Collins, 2019). The components of these systems are sometimes different in their impact (Jiang & Messersmith, 2018b). Scholars have used the ability-motivation-opportunity model to understand the complementarities within SHRM better.

The AMO model has earned considerable acclaim since it was created in 2000 for its capacity to clarify the relationship between human resource management and performance (Appelbaum et al., 2000). Numerous studies have used it to categorize SHRM practices into those that improve ability motivation, create opportunity and empirically assess their efficacy (McClean & Collins, 2019). More specifically, recruiting, selection, and learning and development are examples of ability-improving SHRM practices attempting to develop employees' skills. Performance assessments and reward & recognition programs are examples of SHRM practices that work to increase employee motivation. In contrast, autonomy in jobs, sharing of information, self-managed teams, collaboration, and employee engagement are examples of SHRM practices that create employees' opportunities to achieve organizational goals. The AMO model can more accurately depict the effect variations of HRM practices at various strategic levels than either performance-oriented or commitment-oriented human resource models (Jiang et al., 2013). When examining the relationship between HRM and performance, the AMO framework - possibly one of the most comprehensive models - helps to explain and comprehend how HRM is operationalized (Boselie et al., 2021). According to this paradigm, HRM practices improve employees' abilities and knowledge, effort levels, and opportunities to showcase their talents at work. Considering the AMO model, this study analyzes the effect of bundles of HR practices of SHRM on organizational performance.

The Social Exchange Theory (Blau, 1964) offers a reliable and sound method to comprehend the abovementioned mechanism. Hence, this study aims to identify the association between employees' perceptions of SHRM and organizational performance by anchoring arguments on social exchange theory. According to the Social Exchange Theory, when an organization invests in human resource management strategies that emphasize the needs of its employees, the people feel compelled to reciprocate by adopting more supportive positive attitudes and behaviors toward their jobs, leading to higher performance (Blau, 1964). Employees may respond with a stronger emotional commitment and a higher desire to perform better when they believe the organization has implemented HR practices to boost their competence, incentive, and chance to succeed. According to Meyer and Xin (2018), when a company employs practices like empowerment, offers financial incentives, recognition and rewards, and job security, people feel appreciated at work and form close emotional bonds with organizational objectives. Delery and Roumpi (2017) argued that HRM practices as part of an HRM system may complement, replace, or otherwise interact with one another in various beneficial and detrimental ways. Using these concepts as a foundation, Jiang and Messersmith (2018a)

stressed the synergistic interactions among bundles of HRM practices (abilities, motivation, and opportunities) that simultaneously influence performance, as opposed to the substitutive or additive relationships. For instance, competent and motivated employees may require the opportunity to showcase their potential contribution to the firm (Becker & Gerhart, 1996). Because of this internal alignment, the three practices interact (three-way interaction) to explain improved performance outcomes (Bello-Pintado, 2015). The fundamental premise used to describe interactions across bundles is that each bundle's practices and policies may also interact with those of another bundle's practices that are pursuing different individual goals (Kremmydas & Austen, 2020).

This reasoning might suggest that all AMO bundles should work together to improve performance. However, it may be optional for all three A-M-O bundles to exist together to achieve the desired impacts on performance (Capelleras et al., 2021). The execution of a system integrating numerous HRM practices faces challenges, including an increase in the management level of complexity, resistance within the organization, and even the existence of opposing challenges in understanding how practices interact with one another or adversarial relationships between bundles of practices (Salas-Vallina et al., 2021). However, different combinations of bundles of HR could result in varied outcomes for improved performance. As a result, one can see several hierarchies in the effects of bundles of HR practices on performance. Drawing from the above discussion, we propose the following hypotheses.

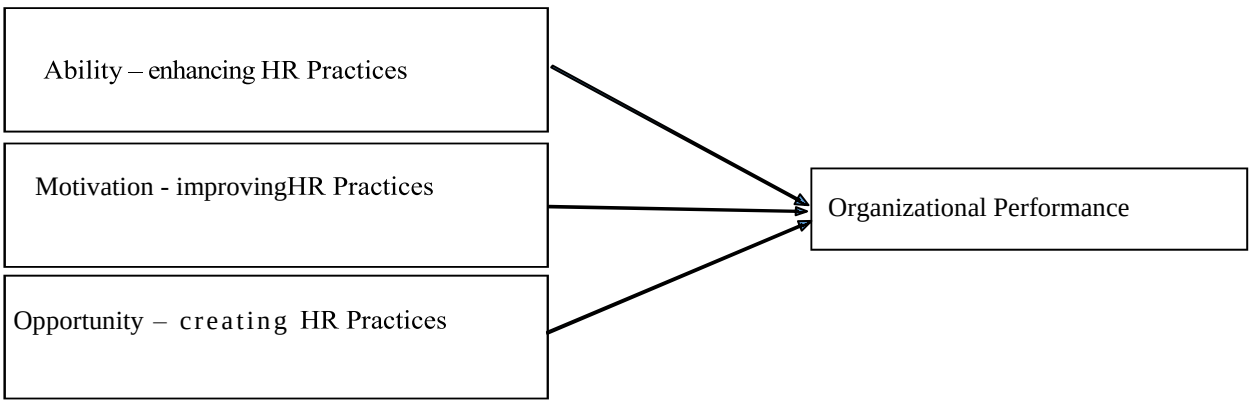
H1: A positive and significant correlation exists between ability-enhancing HR practices and organizational performance.
H2: A positive and significant correlation exists between motivation-enhancing HR practices and organizational performance.
H3: A positive and significant correlation exists between opportunity-creating HR practices and organizational performance.

Theoretical Framework

According to the AMO framework, three different HR practices components influence employee traits and help the organization succeed. Hence the proposed theoretical model is presented in Figure 1.

Figure 1

Theoretical Framework



Method

This study adopts a realism perspective to combine the benefits of interpretative and positivist viewpoints. The primary objective of this study is to examine the nature and varieties of HRM techniques employed by Indian oil and gas public sector organizations, as well as the effects of these practices on organizational performance. The study drew from the existing literature to validate the pre-existing theory and used both qualitative (for Phase 1 to investigate) and quantitative data (for Phase 2 to explain). We used data from a questionnaire survey for model testing to support the findings of the qualitative study and infer the impact of different sets of HR practices on organizational performance. In order to analyze and clarify the effect of HRM on organizational performance using social exchange theory, this study used inductive and deductive methods. Collecting information from many sources enabled triangulation, which improved the study's rigor, richness, and depth (Tibben, 2015). The research is organized into two parts to accomplish the goals and answer the research questions. Phase 1 of this study included a qualitative approach to answer the following questions: (a) What types of SHRM practices are common in the public sector oil and gas organizations in India? (b) What are the different ability-enhancing, motivation-improving, and opportunity-creating HRM practices currently used in these organizations?

Phase 2 of the study assessed the model created in Phase 1. For phase 2, a survey was administered to collect data from executives.

Phase 1

Considering the nature of the questions, phase 1 employs an exploratory approach. A semi-structured interview method, observation, and document analysis were adopted to investigate the ability-enhancing, motivation-improving, and opportunity-creating HRM strategies used by the organizations under study.

Sample

Data is collected from 20 Executives (10 HR Managers, 10 Line managers) in order to verify that it comes from a larger sample and improve the data's validity. Data were also collected from five Department Heads (one each from Capability Building, Performance Management Systems, Talent Sourcing, Corporate Strategy and Business Development, and HR Shared Services) and finally from five Head-HR Corporate Headquarter Offices for validation. As presented in Table 1, 30 individuals participated in the study as a whole. Executives were nominated by Departments Heads. The selection criteria for their nomination were more than 15 years of experience so that they could provide valuable information during interviews. The study was conducted between March 2022 and July 2022. Interviews with 24 executives were done through Face-to-face interviews, while for six executives, it was done through Video conferencing mode as these executives are posted at upcountry locations. The demographic information of participants is presented in Table 2.

Table 1

Participants Profile for Phase I Research

Role	Number of participants	Interview Mode
Head-HR, Corporate Head Offices	5	Face to Face
Department Heads	5	Face to Face
Executives- HR	8	Face to Face
Executives-HR (Refinery HR- Mumbai & Panipat)	2	Video Conferencing
Executives- Line	6	Face to Face
Executives- Line	4	Video Conferencing
Total	30	

Table 2

Demographic Data of Participants

Role	Mean Age (Years)	Std deviation of age
Head-HR, Corporate HQO	57.8	2.23
Department Heads	51.8	1.63
Executives	40.5	2.19

Interview Schedule, Protocol, and Procedure

This study followed the phased interview protocol framework (Castillo-Montoya, 2016). For a pilot interview, initially, we selected two HR executives who were not part of the study. They suggested slight modifications in the wording of questions better to fit the organizations under investigation and their cultural context. The interviews were semi-structured and open-ended, allowing unexpected and emergent themes to arise. This step allowed us to clarify key topics with follow-up questions.

To avoid any physical and mental strain on the participants, we obtained their prior consent to participate and allowed them to withdraw at any time should they feel so. Additionally, for better understanding, we thought to tape-record the responses. However, the organization refused authorization to record the interview's audio. As a result, during the interviews, notes were taken, and wherever any clarification was required, the notes were discussed and shown to the participants.

Data Analysis

This study followed the cooperative research process (Gummesson, 2008) to interpret the material and the experts' feedback. This study started with basic transcription and followed a structured procedure of interpretation. The transcription helped during empirical material collection, identifying missing data, and the authors did mid-course modifications for future interviews wherever required. Following the accuracy checks, we coded the interview transcripts using the AMO framework. For triangulation, we used other sources such as meeting minutes, e-mails, project reports, field notes, and authors' observations. The interpretation process is presented in Table 3 and Figure 2.

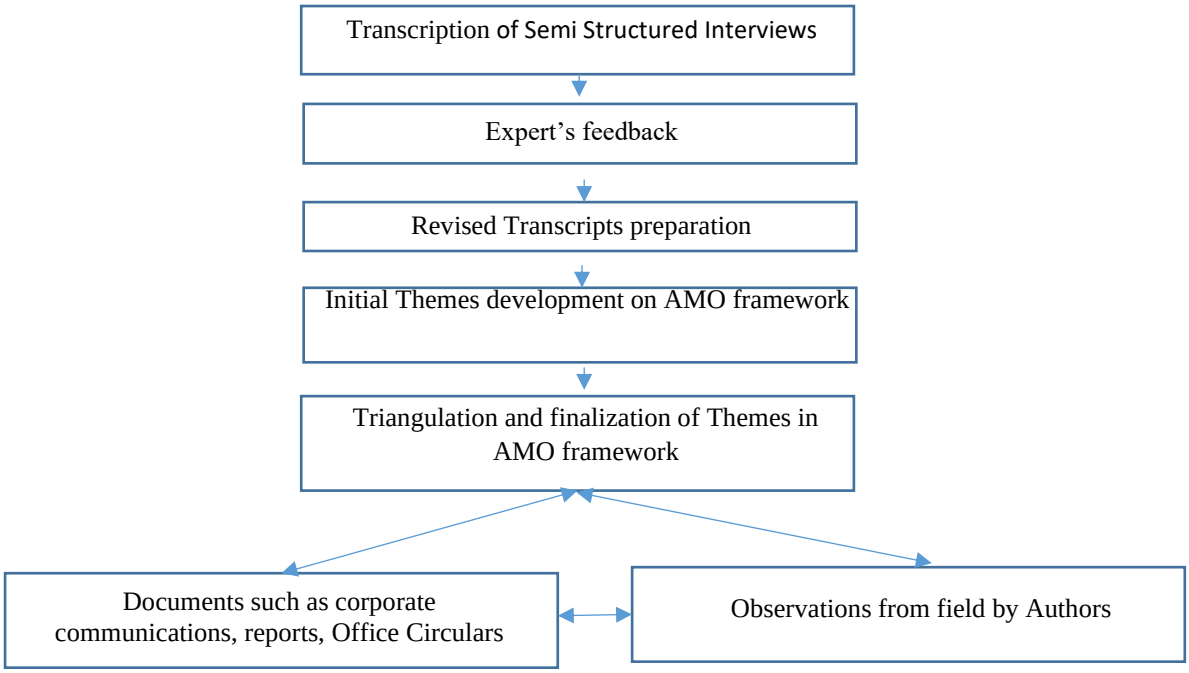
Table 3

Interpretation Process (Rashid et al., 2019)

PESI Approach	
Prepare	Familiarization with various empirical tools, reviewing interview transcriptions, checking field notes, reading the HR Manual, organizing records, and going back to the literature study.
Exploration	Development of initial themes and codes, segregation of themes and codes based on similarities and differences, feedback from Experts on these themes and codes
Specification	Identify the connections between themes and the AMO framework
Integration	Empirical material interpretation from one key resource to another key resource was compared to reveal a cross-case pattern.

Figure 2

Empirical Material Interpretation Process



The HR practices associated with AMO framework dimensions after semi-structured interviews are identified and tabulated in Table 4.

Table 4

Dimensions of AMO Practices after Semi-structured Interviews

Ability-Motivation-Opportunity (A-M-O) Elements	HR practices
Ability	Capability Building Development Hiring Innovation Culture
Motivation	Performance Evaluation and Appraisal Performance related pay Appreciation & Recognition Compensation, incentive Security of jobs Promotion opportunity to internal employees Management Support Immediate supervisor behaviour Technology adoption Balance in Work & life zeal to learn Sense of fulfilment & meaningfulness Willingness & readiness to Perform Business acumen interactive environment
Opportunity (involvement of employees)	Self-sufficient and managed Teams in workplace Effective Team-Working Internal and external customer focus Challenging jobs/tasks Participation in Decision-making process
Opportunity (Sharing of knowledge)	Sharing of information Systems for suggestions, complaints, or surveys in place
Opportunity (Job Design)	Description of jobs HR professionals' assistance employment rotation Positive Working environment
Opportunity (O) (Autonomy-improving)	Self determination Flexibility in work Responsiveness of the organization

Quantitative Methodology: Phase 2

The quantitative research design uses the link between data and respondent attributes. As a result, doing quantitative research aligns effectively with the second component of this study's purpose: explaining and testing theoretical models. After administering the questionnaire survey, as per the suggestions of Byrne (2016), we used SEM for confirmatory factor analysis and path analysis. Multiple independent variables can be tested simultaneously using SEM. Additionally, since the measurement model is also included, error term can be partially controlled for. The measurement model (i.e., just the constructs' structure) is tested first in a two-step process, and only if it fits the data then the regression paths incorporated in the second stage. The research strategy for Phase 2 is provided in the next part, which includes essential research variables, constructing the questionnaire, sampling, data collection, and data analysis.

Research Design

Phase 2 of the research is explanatory. The most prevalent types of descriptive research are cross-sectional and longitudinal investigations (Hair et al., 2017). This research is a cross-sectional study.

Development of Measuring Instrument/Scale

For the study, we developed a scale to measure ability-enhancing, motivation-improving, and opportunity-creating HR practices and to measure organizational performance; we used Green (2006) scale, which examines the organization's reputation, operational performance, and financial and market performance. In the initial stage of HR scale development, there were 49 items for the HRM scale. Face validity was conducted with 20 respondents to overcome the issues of understanding and clarity about constructs (Connell et al., 2018). Based on face validity, three items were dropped, and the final scale comprised 46 items. The final scale includes 13, 17,16, and 7 items of ability enhancing, motivation improving, opportunity creating, and organizational performance, respectively.

For measuring the reliability of the instrument, we used Cronbach's α. Cronbach's alpha assesses the overall consistency of the scale, with a lower limit of 0.70 regarded acceptable (Hair et al., 2017). In our study, the coefficient alpha values for all scales were greater than .70 for all variables (Table 5)

Table 5

Scale's Reliability

Scale	Items	Cronbach's α	M	SD
Ability Enhancing HR Practices	13	.95	55.44	10.02
Motivation Improving HR Practices	17	.95	66.47	14.95
Opportunity creating HR Practices	16	.95	51.33	10.78
Organizational Performance	7	.86	28.37	4.65

Sample and Collection of Data

For phase 2, the study uses a quantitative research approach to provide empirical evidence about the effect of motivation-improving, ability-enhancing, and opportunity-creating HR practices on organizational performance. Survey questionnaires were used for data collection to test the

hypothesis. Following the objectives and research questions, the study used a stratified random sampling technique to select the respondents.

The stratified random sampling approach is appropriate since it prevents bias when choosing study participants (Creswell & Clark, 2018). The sample respondents comprise different job roles, such as Senior Management, Middle Management, and Junior Management, and from different business units, such as Sales, Operations, Finance, HR, and Projects. The data were collected from August 2022 to November 2022. The survey questionnaire was circulated through Google form. Following Quick and Hall (2015), respondents were informed about the administration of the survey, the data-gathering method, the voluntary nature of participation, their privacy and anonymity, and the research objectives. The respondents had the right to withdraw from participation should they feel so. A Google link was initially sent to 600 executives of ten public sector oil companies, out of which we received 234 responses with a response rate of 34%.

To identify the outliers, we used the Mahalanobis Distance test, which assesses the distance of each data from the distribution of all data of the stated variables. When the Mahalanobis distance is large, it indicates several data have exceptionally high values (Etherington, 2021). According to research, the threshold criteria for a statistical significance test is .001(Ghorbani, 2019). In this study, using the Mahalanobis distance measure, no response item was found with less than the acceptable threshold probability of p = .001 by comparing calculated probabilities and testing against .001.

Measure/Instrument Scale

The study uses two scales, one for capturing ability-enhancing, motivation-improving, and opportunity-creating HR practices and the other for measuring organizational performance. The responses were collected using a five-point Likert scale. Table 6 details the A-M-O elements and variables.

Table 6

List of Scale Variables

Ability-improving HR practices	Item Sr Number	SPSS Variable	Scale Item
Extensive training	1	Trg1	Job rotation to the employees improved learning and growth
	2	Trg2	Trainings imparted to employees has helped them to learn variety of skills
	3	Trg3	Systematic training assessment criteria helped to design effective training programs.
	4	Trg4	Special coaching program helped managers handle the employees' concerns
Rigorous workforce planning	5	Staff1	Effective staffing requires selecting the right person for each position.
	6	Staff2	Extensive procedures in hiring such as test, group tasks and interviews ensured selection of right person.
	7	Staff3	The assessment of new hires' potential to learn and progress enabled the selection of the right person.
	8	Staff4	Selecting candidates who hold the same principles and beliefs as the organization is essential for effective selection.
	9	Staff5	A strong connection between industry and academia helps in enticing new talent.
	10	Staff6	Those with professional training and qualifications make up the majority of those hired for managerial and supervisory positions.
Innovation Culture	11	Innov1	Innovation-related projects are allotted with sufficient budget.
	12	Innov2	Identifying and supporting innovation champions helped in building innovation culture.
	13	Innov3	Acceptance of failures in innovative projects and spreading learning from these failures helped in building innovation culture.
Motivation-improving HR practices	Item Sr Number	SPSS variable	Scale items

Performance-based appraisal	14	PM1	Developmental feedback helped employees to perform better.
	15	PM2	Performance appraisals from multiple sources (e.g., team leaders, senior managers) assisted employees in performing better.
	16	PM3	Regular performance feedback has enhanced staff performance.
	17	PM4	Performance feedback assisted in future career planning.
	18	PM5	Objective and quantifiable goals are important for effective performance appraisals.
Employee relations	19	ER1	Employee relations were improved when management and employees had a trustworthy relationship.
	20	ER2	Employee motivation increased when there was a high level of trust and openness among employees.
	21	ER3	Fair management practices helped in improving employee motivation.
	22	ER4	Two-way communication between managers and other members of the business has assisted in increasing employee motivation.
	23	ER5	Offering promotions to internal employees enhanced motivation of the employees.
	24	ER6	Job security is a major parameter of motivation to the employees
Compensation	25	COMP1	Variable pay component in compensation motivated employees for high performance
	26	COMP2	The incentives/rewards to employees by management improved performance and contribution at work
	27	COMP3	Colleagues' appreciation improved performance and contribution at work
	28	COMP4	Assigning challenging projects/responsibilities has enhanced the motivation of the employees.
	29	COMP5	Clear explanation of remuneration policy and its implementation improved performance of the employee
	30	COMP6	Offering competitive salaries to the employees enhanced motivation of the employee.
Opportunity-improving HR practices	Item Sr Number	SPSS variable	Scale items
Self-managed teams	31	Team1	Jobs design which facilitated working in groups/ teams, enhanced the performance of employees.
	32	Team2	Information sharing about the work in the team enhanced the opportunity to perform.
	33	Team3	Without the involvement of management, teams resolve issues with internal cooperation.
	34	Team4	Jobs allowed employees to exercise their own initiative in carrying out their duties.
Empowerment	35	Empowerment1	Job rotation improved employee opportunity to perform.
	36	Empowerment2	If given significant autonomy in their task, employees have a better chance to perform.
	37	Empowerment3	If employees are encouraged to come forward when they disagree with a decision, their chances of succeeding increase.
	38	Empowerment4	Employee's involvement in decision making enhanced employee opportunity to perform
Knowledge utilization and information sharing	39	Infosharing1	Employee's opportunity to perform improved if he/she knew well the organizational level objectives and strategy.
	40	Infosharing2	Employee's opportunity to perform improved if their performance is shared with them.
	41	Infosharing3	Employee performance would improve if the organization made it easier for them to obtain necessary information at any time.
	42	Infosharing4	Employees' ability to perform improved as a result of information exchange about competitors and industry trends.
	43	Infosharing5	Employees are ready to speak about their failures in order to learn from them.
Social capital	44	SocialCap1	Employees communicate and share ideas with employees from other departments inside the organization.
	45	SocialCap2	Employees collaborate with customers, suppliers, affiliates, and others to create solutions.
	46	SocialCap3	When faced with challenges or opportunities in one area of the business, employees utilize expertise from other parts of the organization.

Results

This research focuses on the effect of ability-enhancing, motivation-improving, and opportunity-creating HR practices on organizational performance. The following sections

present data analysis using SPSS 29.0.0 and structural Equation Modelling (SEM) through AMOS 28.0 to test the hypotheses.

Descriptive Statistics of Respondents

A total of 234 respondents participated in this research. The majority of the respondents were males (82%). The respondents' average age and experience were 39.38 (*SD* = 7.07) years and 15.28 (*SD* = 6.40) years, respectively. Table 7 outlines the details of descriptive statistics for gender, age, experience, job role, and qualification.

Table 7

Descriptive Statistics

Variable	N = 234	Percentage
Gender		
Male	192	82%
Female	42	18%
Experience in Years		
5 to 15	84	36%
16 to 30	144	62%
> 31	6	3%
Age in Years		
25 to 40	105	45%
41 to 50	117	50%
> 50	12	5%

Non-response Bias

If the survey variables do not differ when comparing early and late responders, non-response bias can be believed to be non-existent (Armstrong & Overton, 1977). Respondents were split into two groups according to whether they answered the first request (51.5%) or multiple follow-up requests (48.5%). Using a paired sample t-test, each construct was compared between the two groups. It was found that there were no statistically significant variations between the two groups' responses. Non-response bias has, therefore, did not negatively affect this study's data.

Common Method Bias

To test the Common Method Bias (CMB), both the procedural and statistical remedies proposed by Podsakoff et al. (2012). were applied. Procedural treatments were used to employ strategies such as temporal separation, a time lag, and random ordering of corresponding scales. As a result, inquiries regarding the AMO HR practices factors were asked first, followed two weeks later by inquiries regarding the OP variable.

Furthermore, Harman's single-factor test is recommended for CMB (Podsakoff et al., 2003). Hence, we applied Harman's single-factor test with principal component factor analysis and an unrotated solution. The factor of multiple eigenvalues explains 28.20 percent of the variation, which explains that of the entire variance, one factor explained 28.20% of it, which is far lower than 50% (Podsakoff et al., 2003). Thus, this research is free from common method bias.

The common latent variable test was also performed with Fornell and Larcker's (1994) criteria using AMOS 28.0. The standardized regression weights of all items for the two models were compared; results demonstrated that there were no significant differences between

standardized regression weights of items (Δ < .2). Thus, there was no common method variance with this data (Fornell & Larcker, 1994).

Control Variable

Following Collier (2020), a control variable was used to test the proposed model while considering the influence of the demographic data. After the demographic data were included in the structural model through AMOS as control variables, the outcome is shown in Table 8. Table 8 shows that the demographic factors (i.e., age, gender, and work experience) have a *p*-value above .05 and are, therefore, insignificant (Kline, 2011). This demonstrates that these variables aren't diluting the relationship that the complete structural model indicates. Therefore, these elements are excluded from the study.

Table 8

Results of Control Variables

			Estimate	*SE*	*CR*	*p*
OrgPerf	<---	Age	.50	.41	1.21	.22
OrgPerf	<---	Gender	-.21	.26	-0.80	.42
OrgPerf	<---	Experience	.72	.53	1.35	.17

Exploratory Factor Analysis

Data exploration using Exploratory Factor Analysis (EFA) provides insight into the optimal number of components representing the data (Hair et al., 2017). The study uses principal component analysis and varimax rotation. Varimax rotation (also called Kaiser-Varimax rotation) was used to maximize the sum of the variance of the squared loadings, where 'loadings' mean correlations between variables and factors (Forina et al., 2005). The required minimal factor loading was set at .50, as this limit is considered significant (Hair et al., 2017). Accordingly, no items were deleted, as none of them have low loading or unfavorable cross-loading on their intended construct and the other constructs, and therefore all fifty-three remained for factor analysis (Table 9). The commonalities of the scale, which display the variation in each dimension, were also assessed to ensure adequate levels of explanation. The results show that all commonalities are above .50 (Hair et al., 2017).

Bartlett's Test of Sphericity was used to assess its significance level, which determines the statistical probability that the correlation matrix contains a strong correlation between some of its components. The significance of the results, $\chi 2(1303) = 2057.85$ (p <.001), recommends factor analysis as a suitable method (Maskey et al., 2018). The Kaiser-Meyer-Olkin, sampling adequacy measure (MSA), which was .91, determined that the data were appropriate for factor analysis. Any value above .80 is acceptable for conducting a factor analysis (Hair Jr et al., 2021). The analysis ultimately produced four factors for the scale, accounting for 60.85 percent of the data's variation.

Table 9

Rotated Component Matrix

	Component			
	1	2	3	4

Trg1				.78	
Trg2				.64	
Trg3				.70	
Trg4				.65	
Staff1				.82	
Staff2				.68	
Staff3				.86	
Staff4				.86	
Staff5				.75	
Staff6				.87	
Innov1				.51	
Innov2				.86	
Innov3				.85	
PM1	.69				
PM2	.85				
PM3	.86				
PM4	.87				
PM5	.67				
ER1	.86				
ER2	.65				
ER3	.53				
ER4	.82				
ER5	.63				
ER6	.62				
COMP1	.86				
COMP2	.88				
COMP3	.83				
COMP4	.65				
COMP5	.64				
COMP6	.71				
Team1		.67			
Team2		.50			
Team3		.83			
Team4		.68			
Empowerment1		.82			
Empowerment2		.76			
Empowerment3		.71			
Empowerment4		.76			
Infosharing1		.81			
Infosharing2		.81			
Infosharing3		.82			
Infosharing4		.76			
Infosharing15		.73			
SocialCap1		.82			
SocialCap2		.75			
SocialCap3		.77			
OP1					.69
OP2					.77
OP3					.71
OP4					.75
OP5					.70
OP6					.68
OP7					.74

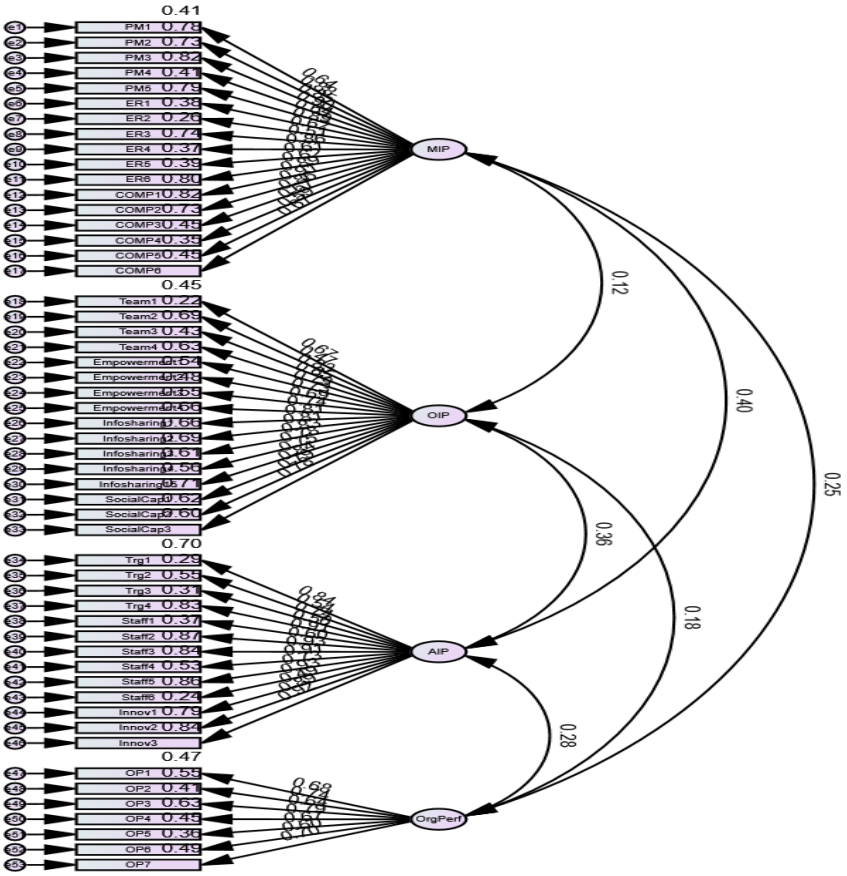
a. Extraction Method: Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization.[a], Rotation converged in 5 iterations.

Measurement Model

Measurement validity was determined using a confirmatory factor analysis (CFA). According to the findings, the measurement model's constructs have good reliability, convergent and discriminant validity.

Figure 3

Model of Measurement



Note. MIP = Motivation improving practices; OIP = Opportunity improving practices; AIP = Ability improving practices; OrgPerf = Organizational Performance

Table 10 and Figure 3, derived from the AMOS output, shows that the suggested model in this research is an over-identified model with positive degrees of freedom (1303). One hundred twenty-eight unique parameters in this model need to be roughly estimated, and 1431 different sample moments can be used to calculate the default model's estimates, leaving 1303 positive degrees of freedom (df > 0). The model is therefore overidentified and suitable for further analysis.

Byrne (2016) asserts that in confirmatory factor analysis, a one-factor model should be tested before a multiple-factor model in dimensionality estimation. Therefore, this research examined and compared two measurement models: Model 1, a one-factor model, and Model 2, a four-factor model obtained in the EFA.

Table 10

Result of the Measurement Model

Measurement model	df	$\chi 2$	$\chi 2$/df	CFI	GFI	RMSEA
Single factor model	1325	8227.16	6.20	.33	.22	.15
Four factors model	1303	2057.85	1.57	.92	.81	.05

Note. df = degrees of freedom; CFI = comparative fit index; GFI = goodness of fit index; RMSEA = root mean square error of approximation; $\chi 2$ = Chi-square value

As shown in Table 10, the model fit improves when a model has four factors instead of just one. According to Kline (2011), the acceptable ranges are $\chi 2/df$ values between 2.0 and 3.0, CFI values greater than .9, and Root Mean Square Error of Approximation (RMSEA) values less than .06. The measurement model is unidimensional because the four-factor model's parameters are $\chi 2(1303) = 2057.85$, $p < .001$, $\chi 2/df = 1.57$, CFI = .92, and RMSEA = .05.

In contrast to the suggested value above .90, the Goodness of Fit (GFI) obtained is .81. However, the Root Mean Square Residual (RMR) and RMSEA are below the recommended limits of .05 and .08, respectively. This implies that the model accurately predicts the correlation. The values for GFI and AGFI met the criterion as the value is allowable if above .8 (Baumgartner & Homburg, 1996), suggesting that the value does not exceed .90 (the acceptable value). Therefore, confirmatory factor analysis of the four-factor model displays a generally satisfactory fit, which means that the theorized model matched the observed data well.

In line with the literature review and exploratory affirmation, the confirmatory factor analysis maintained the same multifactorial configuration of SHRM with 46 items distributed across three factors. By demonstrating the conceptual appropriateness of the structure found in the exploratory study and plausible fit, the results supported the SHRM's validation.

Overall, the results indicate that model 2 (a four-factor model) performed superior to model 1 (a one-factor model) for all measures. The fact that the chi-square difference was significant ($\chi 2$ (22) = 6169.31, $p < .001$) further supports the notion that Model 2 is superior to Model 1. According to these findings, SHRM is a multi-dimensional construct with three dimensions and 46 items.

Tests for Reliability and Validity

The second step, which involved a thorough assessment of the SEM model, was carried out after confirming the measurement model's satisfactory fit. All four constructs—motivation-improving HR practices, opportunity-creating HR practices, ability-enhancing HR practices, and organizational performance —were subjected to CFA analysis. All of the loadings, which ranged from .50 to .90, were found significant. The average extracted variance ranged from .46 to .78, and the composite reliability values were between .80 and .90 (as shown in Table 11). According to Hair Jr et al. (2021) and Fornell and Larcker (1994), these data satisfy the following criteria, composite reliability and factor loading were both above .60. The extracted average variance was higher than .50. The multiple correlation coefficient squares were greater than .50. Organizational performance was slightly less than .50. However, it was still under acceptable parameters. The four dimensions demonstrated evidence of convergent validity because all other constructs satisfied the requirements.

Table 11

Results for Validity and Reliability

Construct	Indicator	Factor Loading	Cronbach Alpha	CR	AVE
Ability improving practices	Trg1	.83	.94	.95	.61
	Trg2	.54			
	Trg3	.73			
	Trg4	.55			
	Staff1	.90			
	Staff2	.60			
	Staff3	.93			
	Staff4	.91			
	Staff5	.72			
	Staff6	.92			
	Innov1	.48			
	Innov2	.88			
	Innov3	.91			
Motivation improving practices	PM1	.64	.95	.95	.56
	PM2	.88			
	PM3	.85			
	PM4	.90			
	PM5	.64			
	ER1	.88			
	ER2	.617			
	ER3	.50			
	ER4	.85			
	ER5	.61			
	ER6	.62			
	COMP1	.89			
	COMP2	.90			
	COMP3	.85			
	COMP4	.67			
	COMP5	.59			
	COMP6	.66			
Opportunity improving Practices	Team1	.66	.95	.95	.56
	Team2	.47			
	Team3	.83			
	Team4	.65			
	Empowerment1	.79			
	Empowerment2	.73			
	Empowerment3	.69			
	Empowerment4	.74			
	Infosharing1	.81			
	Infosharing2	.81			
	Infosharing3	.83			
	Infosharing4	.77			
	Infosharing15	.75			
	SocialCap1	.84			
	SocialCap2	.78			
	SocialCap3	.77			
Organization Performance	OP1	.68	.86	.86	.47
	OP2	.74			
	OP3	.63			
	OP4	.79			
	OP5	.67			
	OP6	.59			
	OP7	.69			

Note. CR = Composite reliability; AVE = Average variance extracted

The constructs' discriminant validity was determined using the Fornell and Larcker's (1994) criterion. The results demonstrate that all AVE square roots exceeded the correlation coefficient values for the constructs. The results satisfy the model's requirement for discriminant validity, as shown in Table 12.

Table 12

Criteria of Discriminant Validity Using Fornell & Larcker's Criterion

	AIP	MIP	OIP	OrgPerf
AIP	**.78**			
MIP	.40	**.75**		
OIP	.36	.10	**.75**	
OrgPerf	.29	.25	.18	**.69**

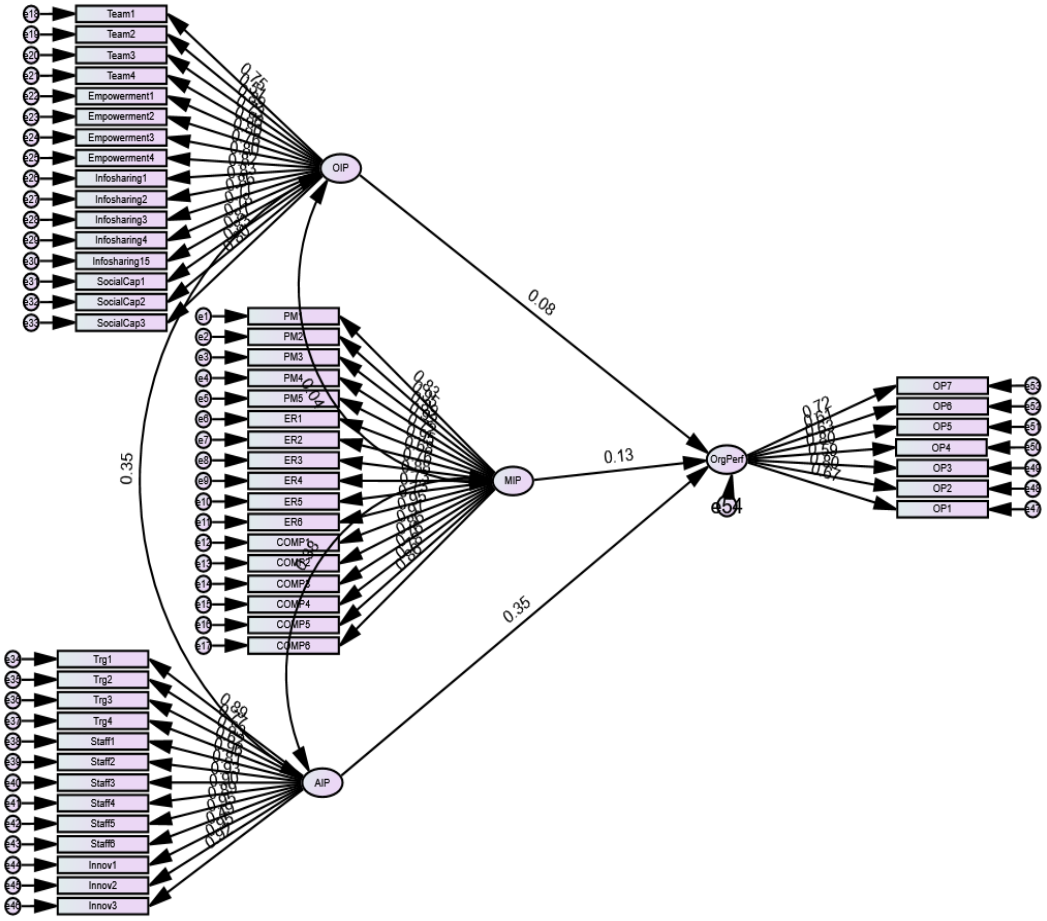
Note. MIP = Motivation improving practices; OIP = Opportunity improving practices; AIP = Ability improving practices; OrgPerf = Organizational Performance

Structural Model and Hypothesis Testing

By satisfying the threshold value criteria, the result of fit indices demonstrated the robustness of the SHRM relationship with organizational performance and demonstrated the applicability of the hypothesis testing (Figure 4).

Figure 4

Structural Model



Note. MIP = Motivation improving practices; OIP = Opportunity improving practices; AIP = Ability improving practices; OrgPerf = Organizational Performance

Hypothesis 1 states that ability-enhancing practices impact organizational performance. With a significant *p*-value (< .001) and a direct structural path result of ability-enhancing practices with organizational performance that is significant, as shown in Table 13, this result shows that ability-enhancing practices are directly related to organizational performance. Therefore, hypothesis 1 is supported.

Hypothesis 2 states that motivation-improving practices have an impact on organizational performance. The direct structural path result of motivation-improving practices and

performance outcomes (β =.09, *p* = .14) is insignificant, as shown in Table 13. The results show that motivation-improving practices are not directly related to performance. Therefore, hypothesis 2 cannot be proven.

According to Hypothesis 3, practices for increasing opportunity impact organizational performance. With a *p*-value of .38, the path analysis result for opportunity-improving practices and performance indicates non-significance. The conclusion is that practices for increasing opportunities do not necessarily affect performance. As a result, Hypothesis 3 is unsupported.

Table 13

Hypothesis Testing

Hypotheses				Estimate	*SE*	*CR*	*p*	Result
H1:	OrgPerf	<---	AIP	.26	.07	3.42	***	Supported
H2:	OrgPerf	<---	MIP	.09	.06	1.44	.14	Not supported
H3:	OrgPerf	<---	OIP	.07	.08	0.87	.38	Not supported

Discussion

This paper aimed to investigate the degree to which groups of HRM practices significantly affect performance outcomes. The SHRM scholarship advocates the bundles approach. Using data from a representative sample throughout the Indian Oil and gas sector organizations, this article advances the understanding of how groups of HRM practices affect organizational performance. The HRM practices have been conceptually structured around bundles of practices improving employees' skills, motivation, and opportunity to engage and cooperate in decision-making following the system perspective of HRM and in response to the argument for more evidence in this area.

This research is based on the argument that the HR system can be broken down into three components: ability-enhancing, motivation-improving, and opportunity-creating HR practices. This study aimed to understand better the HRM–performance link by dissecting the HR system and empirically testing the influence of these components on performance.

The three AMO components have distinct and diverse effects on the performance outcomes in public sector organizations, according to the results of this research. The link between the ability to improve HR practices and organizational performance had a β value of .26. The path's t-value is also higher than 1.96 (Kline, 1998). The findings showed a significant correlation between organizational performance and the ability to improve HR practices. H1 was therefore supported. However, with a *p*-value of .14 (β = .09) and no statistical significance, the direct structural path outcome of motivation-improving HR practices and performance outcomes showed no significant link between the two. As a result, hypothesis 2 is unsupported. The direct structural path findings of opportunity-creating HR practices and performance indicated no statistically significant correlation, with a *p*-value of .38 (β = .07). Hypothesis 3 is therefore unsupported. The results also show that the t-values of the above two paths are lower than 1.96. These findings confirm that breaking the HR system into three components clarifies the relationship between HRM and performance.

However, our study did not support the hypothesis that motivation-improving and opportunity-creating HR practices positively impact organizational performance. In India, the oil and gas sector is controlled by Central Public Sector Enterprises, which have key characteristics of controlled and regulatory processes because the government guides them on policy issues such as reservation in selection and promotion, compensation and benefits, and the use of a bell curve for performance appraisal. Hence, employees do not perceive these

practices as motivation-improving. According to Kalleberg et al. (2006) and Boyne and Walker (2004), public sector organizations used opportunities for empowerment and decision-making, such as self-directed teams, more frequently, which improved performance. However, the findings from this study suggest that opportunity-improving practices such as teams that manage themselves, employee voice, information, and knowledge sharing are separate from the organization's performance. The most likely explanation for this is that employees may attach different meanings to the investments made by the organization in the three subsets of HR practices mentioned above, which could cause individuals to react to these investments in several different ways. Indian employees are brought up to respect hierarchy and status and work in tightly regulated environments. Consequently, individuals are more optimistic about ability-improving HR activities than motivation-improving and opportunity-improving HR practices. The disparity between how HR practices are implemented as intended by management, as they are implemented, and as perceived by employees may be one plausible explanation.

The results further corroborate the presence of hierarchies among various AMO bundles and show that bundles occasionally have a singular and positive impact on outcomes. Implementing a system of HRM practices targeted at motivating employees, which is the essential collection of practices to improve performance, should be the first step in creating an HRM policy in this context, in light of this conclusion.

Theoretical Implications

Strategic HRM research differs from standard HRM research in that it has positively impacted business performance (Boselie et al., 2021). The HRM performance linkage makes strategic HRM a significant research area. However, this purely macro-level viewpoint has recently been criticized for failing to consider how employees view and perceive HR systems and how they respond to such systems. Given the significance of employee outcomes in mediating the impact of HR systems on business performance, failing to include an employee perspective in strategic HRM research could be harmful.

By examining employees' perspectives of SHRM in the oil and gas industry, this study contributes to the body of SHRM literature. The study in India's oil and gas organizations revealed some novel variables, including social capital and collaboration with stakeholder management. The study also uses a newly developed SHRM scale based on the AMO paradigm through study, which is the main theoretical contribution of this research.

Practical Implications

The study has profound implications for HR professionals and organizations in India and worldwide. The study recommends that high-performance HR practices, such as stringent hiring, rigorous training, coaching programs for managers, and innovation culture, should be developed and put into practice to improve firm performance. In order to maximize the benefits of HR policies and programs, it also advocates that organizations strategically implement these subsets of high-performance HR practices, particularly complementing the ability to improve HR activities.

The AMO model's reliability and universality in the Indian context will undoubtedly be improved by understanding how SHRM components contribute to improved performance. It

will also give HR practitioners insight into how employees can be managed effectively to improve organizational performance.

Another implication is that firms should prioritize addressing employees' physical and emotional needs rather than focusing on employee productivity alone. According to the social exchange theory discussed earlier in this study, it will inspire employees to engage in more productive behavior, improving the organization's performance. The study goes on to assert that favorable employee perceptions of the elements of the AMO model are discovered to affect business performance. Organizations should emphasize constant communication of AMO-improving HR practices and firm performance to employees to guarantee that they have a more favorable perception of the organization's actions.

Certain fundamental changes are disrupting the oil and gas industry. There is a need to be ready for persistently low oil prices, and cost, efficiency, and speed are priorities. Significant technological advancements are upending traditional work practices and enabling dramatic productivity increases. Many workers are being replaced by automation, especially knowledge workers, and the occupations left demand more interaction between humans and machines. Data generation keeps expanding quickly as more devices connect to the cloud. Due to demographic changes, employees are calling for reforms in the workplace and raising questions about the social impact of oil and gas firms. In emerging economies like India, millennials will soon make up most of the labor force and have already begun to advance into management and executive positions. These people are digital natives and bring their aspirations for technology, teamwork, speed, and accountability. The talent pool in emerging nations has developed while remaining globally competitive.

The HR activities of oil and gas firms will be significantly impacted by the sector's disruptions and structural changes to HR across the industries. As a result, oil and gas companies should think about updating their HR strategy and redesigning their HR operating model based on the AMO paradigm to focus on multifaceted inclusion and diversity, fundamental skills upgrades, individualized centered around strengths development, distinct management of performance, a technologically savvy workforce, fostering modifications to the culture, and investigating new mechanisms for flexibility and changes.

Limitations and Future Research

Like any other study, this study is also not free from the limitations. The limitations of this study point to areas that need additional research. This study's initial data collection method was cross-sectional. Large sample sizes are usually permitted by cross-sectional study designs, which improves external validity, but the outcomes are subject to internal validity constraints. In the future, a longitudinal study design could be used to address these issues.

The second restriction placed on the AMO theory in this study is one that it sets for itself. Concerning specific behaviors or situations, the underlying assumptions of the AMO model—such as the idea that what is useful for the employee must also be advantageous to the company—might be erroneous. For example, employee participation and performance-based remuneration can have severe consequences for employees in terms of burnout and stress, which have a detrimental influence on performance. Additionally, HRM is only one factor that impacts employment relations in an organization, according to (Boselie et al., 2001). Others, for instance, believe that direct supervisors also play a crucial role. As a result, we suggest that

future study concentrates on additional variables such as leadership styles and other indications of employee attitudes and behavior in the SHRM-performance link that may impact the employment relationship.

Additionally, further research is recommended to examine whether the study's hypotheses are true or whether additional forces exist at work in the public sector. Moreover, it is noted that the executives, department heads, or even the head of HR should have mentioned the elements of motivation related to public service (PSM) during the qualitative study. Thus, the PSM dimension has not yet been incorporated into HR practices, particularly those that aim to motivate employees in Indian oil and gas companies. Future research may tackle this issue and test the study's findings to see if they apply to organizations in India and other countries.

Conclusion

The fact that modern HRM systems like SHRM and organizational performance are positively correlated shows that Indian organizations are open to implementing any cutting-edge HRM system in order to boost their operational efficiency, regardless of cultural differences. Our understanding of how employees' perceptions of SHRM practices impact organizational performance has improved due to the structural model used in this study. The empirical data has given academics a platform to argue universalistic vs. configurational SHRM use in organizations. This study has supported the idea that best practices in one organization may not apply to another. Hence, this study did not support the universalistic view of SHRM. Rather, this study has supported the configuration theory of SHRM that configuration of bundles or mini bundles of some HR practices can help achieve organizational performance.

Declarations

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